

An AFGE Handbook for Women's and Fair Practices Coordinators

The American Federation of Government Employees (AFGE) is a labor organization affiliated with the AFL-CIO which represents approximately 600,000 employees of the United States federal government and the government of the District of Columbia.

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Introduction: Coordinator Manual



If you have been elected or appointed as the Women's Coordinator or Fair Practices Coordinator of your Local or Council then you are one of the most significant components of the AFGE Human Rights Network. AFGE's Human Rights Network is composed of the Women's and Fair Practices Departments, National Vice President for Women and Fair Practices, the 24 elected District Coordinators and the Local and Council Coordinators that are elected or appointed to strengthen the protection of human rights in the Federation. AFGE seeks to ensure that all people are treated fairly and equally.

Your job as a Coordinator is diverse, exciting, and challenging. It is your job to assure that your member's civil, human, women's and workers' rights needs are being protected. In this position your members will look to you for guidance on workplace issues, discrimination issues and complaints, and issues facing working families.

This manual will serve as a guide and continued reference for new and seasoned Coordinators to understand the roles and responsibilities of their positions. To gain a better understanding of discrimination and the EEO process please refer to the Women's and Fair Practices Departments' "Guide to Fighting Discrimination" manual.

Terms You Should Know As A Coordinator

In this section, we have provided you with terms that are important to know as the advocate for civil, human, women's and workers' rights in your Local.

Affirmative Action or Affirmative Employment: Positive steps taken by an employer which contribute toward greater employment opportunities for minorities, females, older workers, and individuals with disabilities. Extra effort must be made to include qualified women, minorities, employees over 40 years of age and individuals with disabilities at grade levels and in job categories where they are underrepresented.

Affirmative Action Plans/Affirmative Employment Plan: Written plans for programs required by Executive Order 11478 and other laws and regulations. An Affirmative Action Plan (AAP) should outline what the Agency has done/is doing to ensure equal employment opportunity, and may include goals and timetables for increasing the representation of protected class members in those areas where they have been underrepresented.

Age Discrimination: A claim of discrimination based on age by an individual who is 40 years of age or older alleging less favorable treatment because of age.

Age Discrimination in Employment Act (ADEA): Age discrimination involves treating someone (an applicant or employee) less favorably because of age. The ADEA forbids age discrimination against people who are age 40 or older. It does not protect workers under the age of 40, although some states do have laws that protect younger workers from age discrimination.

Aggrieved Person: A person who believes that his/her rights have been adversely affected or impacted.

Americans with Disabilities Act (ADA): The ADA prohibits discrimination on the basis of disability in employment, State and local government, public accommodations, commercial facilities, transportation, and telecommunications. It also applies to the United States Congress. To be protected by the ADA, one must have a disability or have a relationship or association with an individual with a disability. An individual with a disability is defined by the ADA as a person who has a physical or mental impairment that substantially limits one or more major life activities, a person who has a history or record of such an impairment, or a person who is perceived by others as having such an impairment. The ADA does not specifically name all of the impairments that are covered. The law also requires that employers reasonably accommodate a qualified individual with a known physical or mental impairment unless doing so would impose an undue hardship on the operation of the employers business.

Constituency Groups: The AFL-CIO's constituency groups are unions' bridge to diverse communities, creating and strengthening partnerships to enhance the standard of living for all workers and their families. The

groups also promote the full participation of women and minorities in the union movement and ensure unions hear and respond to the concerns of the communities they represent.

Civil Rights: an enforceable right or privilege, which if interfered with by another gives rise to an action for injury. Examples of civil rights are freedom of speech, press, and assembly; the right to vote; freedom from involuntary servitude; and the right to equality in public places. Discrimination occurs when the civil rights of an individual are denied or interfered with because of their membership in a particular group or class. There exists various statutes and executive orders to prevent discrimination based on a person's race, color, sex, religion, age, previous condition of servitude, physical/ mental limitation, national origin, pregnancy, and sexual orientation.

Civil Rights Act: This law makes it illegal to discriminate against someone on the basis of race, color, religion, national origin, or sex. The law also makes it illegal to retaliate against a person because the person complained about discrimination, filed a charge of discrimination, or participated in an employment discrimination investigation or lawsuit. The law also requires that employers reasonably accommodate applicants' and employees' sincerely held religious practices, unless doing so would impose an undue hardship on the operation of the employer's business.

D.C. Human Rights Act of 1977, as amended: It is the intent of the Council of the District of Columbia, in enacting this chapter, to secure an end in the District of Columbia to discrimination for any reason other than that of individual merit, including, but not limited to, discrimination by reason of race, color, religion, national origin, sex, age, marital status, personal appearance, sexual orientation, gender identity or expression, familial status, family responsibilities, matriculation, political affiliation, genetic information, disability, source of income, status as a victim of an interfamily offense, and place of residence or business.

D.C. Office of Human Rights: The District of Columbia Office of Human Rights (OHR) was established to eradicate discrimination, increase equal opportunity and protect human rights for persons who live, work, or visit in the District of Columbia. The primary function of the agency is to enforce the District of Columbia Human Rights Act, the District of Columbia Family and Medical Leave Act, the District of Columbia Parental Leave Act and the District of Columbia Language Access Act. In addition to those local laws, the OHR, being a Fair Employment Practice Agency and a Fair Housing Assistance Program agency, can investigate and adjudicate complaints of discrimination filed under Title VII of the Civil Rights Act of 1964 (Equal Employment Opportunity Act), Title VIII of the Civil Rights Act of 1968 (Fair Housing Act), the Americans with Disabilities Act and the Age Discrimination in Employment Act.

Disability: Defined by the Americans with Disability Act Amendments (ADAAA) as a physical or mental impairment that substantially limits one or more major life activities; there is a record of the physical or mental impairment or being regarded as having a physical or mental impairment despite not actually having that impairment. Major life activities may include but are not limited to: caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating and working.

Discrimination: Any act or failure to act, based in whole or in part on a person's race, color, religion, sex, national origin, age, physical or mental handicap, and/or reprisal, that adversely affects privileges, benefits, working conditions, results in disparate treatment, or had a

disparate impact on employees or applicants.

Disparate Impact: Under EEO law, a less favorable effect for one "protected" group than for another. An employment criteria may seem neutral on its face but when the criteria is applied it disproportionately affects one group/groups of employees and there is no justified business need for the criteria.

Disparate Treatment: Intentional discrimination based on inconsistent application of rules and policies to one person vs another similarly situated person based on race, color, religion, national origin, sex, retaliation, age, and disability.

Diversity: One of the results of Affirmative Action (AA) and Equal Employment Opportunity (EEO). Diversity, however, is broader than AA and EEO for it encompasses everybody and not only protected classes. Diversity is the representation of all races, nationalities, cultures, religions, gender, abilities, ages, sexual orientations, gender identities and expressions, social backgrounds, and educational backgrounds in the workplace. Diversity allows for the presentation of different ideas, perspectives and beliefs in order to improve the workplace environment and work product. Time and studies have proven that a diversified workplace is valuable and highly desirable.

Equal Employment Opportunity: A requirement not to base a job-related decision on a factor that is unrelated to the job. Federal laws have made it illegal for employers to discriminate on the basis of race, color, national origin, religion, sex (to include sexual harassment, pregnancy discrimination, sexual orientation), age, genetic information, protected EEO activity and disability.

Equal Employment Opportunity Commission (EEOC): The Federal agency with overall responsibility for adjudicating discrimination complaints. The EEOC issues policy and regulations on the discrimination complaint system, holds hearings and makes findings and recommendations on discrimination complaints; and, makes final decisions on discrimination complaints that have been appealed. It also reviews, upon request, decisions of negotiated grievances and Merit

Systems Protection Board (MSPB) appeals if they include issues of discrimination.

Equal Employment Opportunity Laws: The laws which prohibit discrimination on the basis of race, color, religion, sex, national origin, physical and mental disabilities in any terms, conditions, or privileges of employment. The five EEO laws are:

- The Equal Pay Act of 1963, as amended.
- Title VII of the Civil Rights Act of 1964, as amended in 1991.
- The Age Discrimination in Employment Act of 1967.
- The Rehabilitation Act of 1973.
- The Pregnancy Discrimination Act of 1978.
- The Americans with Disabilities Act (ADA) of 1990, and ADA Amendments Act (ADAAA) of 2008.
- The Genetic Information Non-discrimination Act (GINA) of 2008.

Family Medical Leave Act (FMLA)/D.C. FMLA: Entitles eligible employees of covered employers to take unpaid or paid, job-protected leave for specified family and medical reasons with continuation of group health insurance coverage under the same terms and conditions as if the employee had not taken leave. Eligible employees are entitled to twelve workweeks of leave in a 12-month period for:

- The birth of a child and to care for the newborn child within one year of birth
- The placement with the employee of a child for adoption or foster care and to care for the newly placed child within one year of placement
- To care for the employees spouse, child or parent who has a serious health condition;
- A serious health condition that makes the employee unable to perform the essential functions of their job

Any qualifying exigency arising out of the fact that the employees spouse, child or parent is a covered military member on "covered active duty" or twenty-six work weeks of leave during a single 12-month period to care for a covered service member with a serious injury or illness if the eligible employee is the service member's spouse, child, parent or next of kin (military caregiver leave). **DC FMLA:** 16 weeks for family leave (care for family member) and 16 weeks for medical leave (employee's own serious health condition) during 24-month period.

Note: workers in the federal and District of Columbia governments and private sector are governed by different FMLA eligibility and administrative requirements. You should ensure that you review and understand the requirements that apply to you.

Federal Women's Program (FWP): Established in 1967 when President Lyndon B. Johnson signed **Executive Order 11375** and added sex as a prohibited form of discrimination. The FWP has a primary responsibility to identify barriers to the hiring and advancement of women and to enhance employment opportunities for women in every area of federal service. Guidance for the

FWP was originally provided by the Civil Service Commission (now OPM). In 1978 the program responsibility was transferred to the Equal Employment Opportunity Commission (EEOC). The FWP is an integral part of the overall Civil Rights/Equal Opportunity Program. Each federal agency has at least one FWPM, and many agencies have established a network of managers, representatives, and committees throughout their headquarters and field locations. The FWPM acts as the agency's contact point, source of information, and advisor to the head of the agency in matters involving the employment and career advancement of women. In field locations, FWPMs may also be appointed and serve in a similar role or as an extension of the National FWPM. All federal employees are served by the FWP, and there is no formal membership.

Gender Expression: Gender expression refers to all of the external characteristics and behaviors that are socially defined as either masculine or feminine, such as dress, grooming, mannerisms, speech patterns and social interactions. Social or cultural norms can vary widely and some characteristics that may be accepted as masculine, feminine or neutral in one culture may not be assessed similarly in another.

Gender Identity: The term "gender identity," distinct from the term "sexual orientation," refers to a person's innate, deeply felt psychological identification as a man, woman or some other gender, which

may or may not correspond to the sex assigned to them at birth (e.g., the sex listed on their birth certificate).

Genetic Information Nondiscrimination Act (GINA): This law makes it illegal to discriminate against employees or applicants because of genetic information. Genetic information includes information about an individual's genetic tests and the genetic tests of an individual's family members, as well as information about any disease, disorder or condition of an individual's family members (i.e. an individual's family medical history). The law also makes it illegal to retaliate against a person because the person complained about discrimination, filed a charge of discrimination, or participated in an employment discrimination investigation or lawsuit.

Harassment: A form of discrimination. Conduct that unreasonably interferes with work performance or creates an intimidating, hostile, or offensive work environment based on a one's protected status and the conduct is severe and pervasive.

Human Rights: Human rights are rights inherent to all human beings, whatever the nationality, place of residence, sex, national or ethnic origin, color, religion, language, or any other status. Everyone is equally entitled to human rights without discrimination. These rights are all interrelated, interdependent and indivisible.

National Origin: The country where one is born or place of ancestry.

Pay Equity: A means of eliminating sex and race discrimination in the wage-setting system.

Pregnancy Discrimination Act: The Pregnancy Discrimination Act (PDA) is an amendment to Title VII of the Civil Rights Act of 1964. The Act forbids discrimination on the basis of pregnancy regarding any aspect of employment.

Protected Class: The groups protected from employment discrimination based on Equal Employment Opportunity (EEO) laws and regulations. The nine protected classes covered by federal law are sex (includes pregnancy and sexual orientation), race, color, religion, national origin, retaliation, disability, age and genetic information.

Reasonable Accommodation: An employer must provide a reasonable accommodation to a qualified applicant or employee with a disability that will enable the individual to perform the essential functions of the job unless it can show undue hardship. An employer must also reasonably accommodate an employee's religious beliefs or practices unless it can show undue hardship.

Sexual Harassment: Unwelcome sexual advances, requests for sexual favors, and/or other verbal or physical conduct of a sexual nature and such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive work environment.

Transgender: Transgender is an umbrella term for people whose gender identity or expression is different from the sex assigned to them at birth (e.g., the sex listed on their birth certificate).

Underrepresented: Groups that are inadequately represented in the work force. This term is used to describe the extent to which a group or groups are represented in particular grade levels and job categories.

Underutilized: This term is often applied to categories of employees who are working at jobs that do not make use of their skills and abilities, although they may have been hired for those skills and abilities. When an employee is consistently assigned to "dead end" jobs, he or she may be underutilized because they are often seen as able to perform only limited tasks.

Voter Protection: A non-partisan effort to raise awareness on voting rights, educate voters on new voting laws, ensure voters are able to vote fairly and w/o intimidation and that all votes are counted.

Worker's Rights: Legal rights and human rights having to do with labor relations between workers and their employers, usually obtained under labor and employment law. In general, these rights' include negotiating workers' pay, benefits, and safe working conditions. One of the most central of these "rights" is the right to unionize. Unions take advantage of collective bargaining and industrial action to change their working situation.

Workplace Bullying: Workplace Bullying is repeated, health-harming mistreatment of one or more persons (the targets) by one or more perpetrators. It is **abusive conduct** that is threatening, humiliating or intimidating; sabotages or interferes with the target's work assignments. This also includes verbal abuse. As defined by: The Workplace Bullying Institute

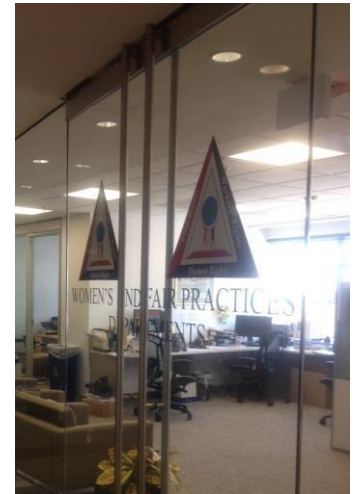
Chapter 1: The Women's and Fair Practices Departments

In this chapter, you will learn about the history, staff and resources of the Women's and Fair Practices Departments (WFP).

- ✓ History and mission of both departments ✓
WFP staff and resources

THE WOMEN'S AND FAIR PRACTICES DEPARTMENTS

AFGE established the Fair Practices Department in 1968 to function as the union's civil rights arm and to strengthen and enforce equal employment opportunity laws. The objectives of this department are to eliminate discrimination in the federal and D.C. government workforce, promote a level playing field, develop and promote action policies designed to eliminate discriminatory barriers to employment opportunities, and to assure the protection of every member against unlawful discriminatory actions based on race, color, religion, sex, gender, national origin, age, and physical or mental disability.



AFGE established the Women's Department in 1974, becoming the first government employee union to establish a department for the betterment of women. The goal of this department is to improve the status of women and their families and to eliminate artificial barriers to the progress of women in government service. Its priority is to help AFGE members and officers, government officials, and Congress identify situations that cause gender discrimination and eliminate the problems once they are identified.

Under the leadership of the National Vice President for Women and Fair Practices, the Women's and Fair Practices Departments are devoted to promoting the civil, human, women's and workers' rights of federal and D.C. government workers. The Departments support and implement the priorities of AFGE in four program areas that include: education and training, member mobilization/organizing, representation through litigation and legislative/political action.

The NVP for Women and Fair Practices is an elected official of AFGE and serves as a member of the National Executive Council. Delegates vote on this position at the AFGE National Convention held every

three years. AFGE is one of a few unions which recognized the importance of fair practices and women's issues by having an officer at the national level.

The Women's Department

Mission Statement - The Women's Department, in conjunction with the Fair Practices Department, shall have initial responsibility of developing and implementing programs for women and families in Federal government, D.C. government agencies and the Federation; developing and implementing diversity programs centered around building the Union; and providing the necessary consultation, education, and services to Locals, Councils and Districts in support of the Department's programs and organizations.

The Women's Department has the responsibility of developing programs to educate AFGE members, officers and government officials on issues that have a negative impact on the lives of working families; issues such as equal pay, paid parental leave (for mothers and fathers), nursing mothers, workplace bullying, child/elder care and voter protection are priorities.

The department also partners with like-minded organizations to stay involved in the ever evolving social and economic justice movements. An added responsibility includes designing and supporting diversity programs centered on building the union, such as young worker, LGBT and minority engagement to promote an inclusive work environment.

At the current time, the Women's Department consists of the elected National Vice President for Women and Fair Practices (who sits on the National Executive Council), Special Assistant to the NVP, Program Specialist, Program Coordinator and a Secretary.

The Fair Practices Department

Mission Statement - The Fair Practices Department, in conjunction with the Women's Department, shall have the initial responsibility of working to eliminate employment discrimination in Federal government, D.C. government agencies and the Federation on any basis to include, but not limited to, race, color, age, sex (including pregnancy, gender identity and sexual orientation), religion, national origin, disability, political affiliation, genetic information or retaliation for EEO activity; and providing the necessary consultation, education, and representation to Locals, Councils and Districts in support of anti-discrimination efforts."

The Department is further charged with the responsibility of implementing the policy, enforcement, training, research, and administration necessary to fulfill the Federation's commitment toward equal opportunity and affirmative action. The Fair Practices Department seeks to address civil rights violations through representation, advocacy, consultation and training of our constituency.

The Fair Practices Department consists of a Supervisory Attorney, EEO Specialists/Attorneys, and a Legal Assistant.

The Women's and Fair Practices Department Manuals

The Women's and Fair Practices Departments are responsible for publishing 7 manuals

1. AFGE's Guide to Fighting Discrimination

Discrimination is the unjust and prejudicial treatment of an individual based on their protected class other. This manual helps members understand the EEO process and how they can fight discrimination in the workplace.

2. An AFGE Handbook for Women's and Fair Practices Coordinators

This manual details the work of the Women's and Fair Practices Departments and how Coordinators fit into the AFGE's Human Rights Network to promote civil, human, women and workers' rights issues.

3. AFGE's Guide to Defending the EEO Rights of Individuals with Disabilities

This guide focuses on employees' equal employment opportunity rights under the Rehabilitation Act of 1973, and anti-discrimination laws. The Rehabilitation Act of 1973 is a federal civil rights law that prohibits the federal government from discriminating against applicants and employees with disabilities.

4. Stop Sexual Harassment

Sexual harassment is a type of harassment that occurs because of an individual's gender and that behavior affects that individual's job and/or work environment. This manual provides valuable information regarding sexual harassment and what you can do to stop it.

5. Family Friendly/Medical Leave and FMLA

FMLA and DCFMLA provide employees with job-protected leave for specified family and medical reason. This manual provides an overall view of the different laws and regulations governing AFGE members working throughout large and small agencies.

6. Domestic Violence

Domestic Violence is a worker health and safety issue that impacts the well-being of not just our membership, but the workplace as a whole. This manual will help Locals provide a safe and workable environment for members who may be experiencing domestic violence.

7. Accounting for Equal Employment Opportunity under EEOC MD-715

Management Directive 715 (MD 715) is an annual report that requires agencies to take affirmative actions to identify and remove any barriers to equal employment opportunities of all federal workers. MD 715 has the stated intent to ensure that all employees and applicants for employment enjoy equality of opportunity in the federal workplace regardless of race, sex, or disability. Agency heads should be held responsible for the state of equal opportunity in her or her agency. This manual will give you a better understanding of this directive.

Chapter 2: AFGE's Human Rights Network

In this chapter, you will learn about AFGE's Human Rights Network consisting of the Human Rights Committee, District and Local Coordinators.

- ✓ National Human Rights Committee and District Coordinators
- ✓ Local/Council Women's and Fair Practices Coordinators

The National Human Rights Committee (HRC) is comprised of the National Vice President for Women and Fair Practices and the 24 elected District officers called the National Fair Practices Affirmative Action Coordinators (NFPAAC) and the National Women's Advisory Coordinators (NWAC). The purpose of the HRC is to implement programs around civil, human, women and workers' rights and study and propose legal, legislative and/or administrative proposals relating to improving working conditions with a focus on eliminating employment discrimination in the federal and D.C. government.

These proposals may be presented to the National Executive Council (NEC) through the National Vice President for Women and Fair Practices. The topics of these proposals include but are not limited to eliminating discrimination based on race, color, age, sex (gender), religion, national origin, disability, political affiliation, personal appearance, family responsibility, sexual orientation, gender identity/expression and/or pregnancy as they relate to the quality of life for AFGE members, their families and their communities. These proposals once adopted by the NEC may be implemented or lobbied for internally and externally to accomplish the goals of AFGE.

National Fair Practices Affirmative Action Coordinators (NFPAAC)

The National Fair Practices Affirmative Action Coordinators (NFPAAC) were established by Convention action in 1980. The NFPAAC is charged with mobilizing AFGE members around civil, human and workers' rights issues in their District, and to work closely with the National Women's Advisory Coordinator and the National Vice President for Women and Fair Practices to help raise the profile of civil and human rights and strengthen the workers' rights agenda in their District. These Coordinators represent members on EEO issues, they monitor trends in EEO laws and regulations, and they may recommend a national action plan for AFGE. They also provide training on EEO issues throughout the District that they represent.

The National Fair Practices Affirmative Action Coordinator will:

- Submit quarterly status reports on District activities to be reported to the AFGE National Executive Council.

- Work with Locals/Councils in their District's to ensure Fair Practices Coordinators are appointed or elected.
- Serve as the catalyst to disseminate and receive information affecting civil, human, and workers' rights issues throughout the District.
- Inform the NVP for WFP of local civil, human and worker's rights issues with the potential of having a national impact.
- Participate in at least 3 leadership-training seminars or other skill building opportunities in the District annually.
- Coordinate member participation in civil, human and workers' rights activities within the Locals, Districts, and Councils of AFGE.
- Work with AFL-CIO constituency groups and allied organizations to improve coalition base.
- Serve as a member of the Human Rights Committee.

These Coordinators are elected at their District Caucus meeting every three years. They are also referred to as District Coordinators.

National Women's Advisory Coordinators (NWAC)

The National Women's Advisory Coordinators (NWAC) were established by Convention action in 1974. The NWAC is charged with mobilizing AFGE members around women's issues in their District, and to work closely with the National Fair Practices Affirmative Action Coordinator (NFPAAC) and the National Vice President for Women and Fair Practices to help raise the concerns of women and working families and strengthen the women's rights agenda in their District. These representatives monitor trends in women's and working family issues, they may recommend a national action plan for AFGE, and they represent members on women's and working family issues. They also assist Locals in training sessions throughout the District where they were elected.

The National Women's Advisory Coordinator will:

- Submit quarterly status report on District activities to be reported to the AFGE National Executive Council.
- Work with the Locals/Councils in their Districts to ensure Women's Coordinators are appointed or elected.
- Serve as the catalyst to disseminate and receive information affecting women's and working family issues throughout the District.

- Inform the NVP for WFP of local women's and working family issues with the potential of having a national impact.
- Participate in at least 3 leadership-training seminars or other skill building opportunities in the District annually.
- Lobby and engage local legislators on issues that impact women and their families (i.e., invite local leaders to AFGE events, attend town hall meetings, etc.)
- Working with state and Local AFL-CIO labor bodies
- Work with local community, women's, religious, and AFL-CIO constituency groups on women's issues that affect AFGE members.
- Serve as a member of the Human Rights Committee.

These Coordinators are elected at their District Caucus meeting every three years. They are also referred to as District Coordinators.

Local and Council Women's Coordinators and Local and Council Fair Practices Coordinators are the most significant component of the AFGE Human Rights Network. The coordinators understand the pulse of their Local membership and can make sure those concerns are taken through the District and up to the National office.

Women's Coordinators

The Local or Council Women's Coordinator is primarily concerned with any issue that has an adverse impact on women or working families in the workforce. The coordinator should strive to ensure that the agency maintain policies and practices which are free from artificial barriers to the progress of women. Among the areas of concern are childcare, gender-based wage discrimination, sexual harassment, alternative work schedules, upward mobility, career development, domestic violence, family friendly leave policies, health and safety matters, and leadership skills development. These issues are but a few addressed by the coordinators. Actions to resolve issues may require you to pursue solutions within the agency, through contract negotiations and/or seek legislative solutions. Finally, don't forget the importance of organizing new members and mobilizing the work force around these issues.

Fair Practices Coordinators

The Local or Council Fair Practices Coordinator is principally concerned with equal employment opportunity and affirmative employment in the workplace. The primary focus is direct assistance and/or counseling to members with inquiries or complaints of discrimination. The coordinator should be familiar with EEO laws and regulations so they can take an active role in the complaint process by assisting stewards with strategies for winning complaints. Another major focus is to assure that agency officials properly identify underrepresentation of minorities, women and persons with disabilities. Once an underrepresentation has been identified, the coordinator will take actions to correct the situation.

These corrections may be addressed by working with the agency's EEO Committee and/or through the negotiation of strong contract language.

The coordinator's activities should also include grassroots mobilization on EEO or civil rights legislation. Let's not forget the importance of organizing new members around these issues.

Y.O.U.N.G. Coordinators

The AFGE Young Organizing Unionists for the Next Generation (Y.O.U.N.G.) program seeks to mobilize young union members to become leaders and activists for social change within AFGE and the Labor Movement. AFGE members who are under the age of 40 and those mentors that are over 40 will work together to include younger workers into the union structure and keep them engaged in what's at stake for working class Americans.

AFGE Y.O.U.N.G. intends to provide young members with networking opportunities and resources to engage in mobilizing other young workers into AFGE, union training to promote leadership skills, innovative social gatherings, AFGE conference meetings, and other engaging events. In doing so, AFGE Y.O.U.N.G. participants work to build lasting labor solidarity, advance issues of social and economic justice, and find more inclusive ways to engage the current and future generations in the Labor Movement.

Y.O.U.N.G. Coordinators are not mandated via the AFGE constitution but are highly recommended. Y.O.U.N.G. Coordinators are expected to advocate for young professionals in the work place and union, create a space where young people are welcomed and utilized in the all spaces, and are to advocate for and educate young professionals on the power and needs of the union.

Pride Coordinators

The Women's and Fair Practices Departments are committed to promoting the civil, human, women's and workers' rights of all federal and D.C government employees. AFGE Pride is a national program designed to support the lesbian, gay, bisexual, and transgender (LGBT) membership as well as their allies and to educate all of AFGE on the workplace and safety issues facing this community within AFGE and the Labor Movement.

Many of the goals of LGBT members are the same as their co-workers; job security, opportunities for advancement, benefits, pay, and a respectful, dignified, and safe work environment are top priorities. Unfortunately because of homophobia and transphobia in the ranks of management and labor leadership, LGBT union members frequently face specific barriers in receiving the same benefits and working conditions that other union members get under the same contract. This is a matter of equal treatment and a cause that the union should take on.

Pride Coordinators are not mandated via the AFGE constitution but are highly recommended. Pride Coordinators are expected to elevate and advocate for LGBTQ+ issues and are expected to help create a space where LGBTQ+ folks are accepted, welcomed, and properly transitioned into the Union.

Chapter 3: Role of the Coordinator

In this chapter, you will learn specific duties and actions recommended for Coordinators to take in their Locals.

- ✓ Things to do after you have been appointed or elected
- ✓ Actions to take within your Local/Council
- ✓ Getting connected with AFL-CIO Constituency groups
- ✓ Educating yourself so you can educate others

The main priority of AFGE Women's and/or Fair Practices Coordinators is the empowerment of women, minorities, working families, the disabled, the young, elderly, members of the LGBT community and other underserved communities. Coordinators should organize around existing civil, human, women's and workers' rights issues, join AFL-CIO constituency groups and receive training by attending the Diversity Week of Events which includes the Women's and Fair Practices Departments Human Rights Training and/or other Regional or District Trainings.

After you've been Elected or Appointed, here's what you do first:

- Be sure that your President and/or Secretary-Treasurer informs the Women's and Fair Practices Departments of your election or appointment to the position of Women's Coordinator or Fair Practices Coordinator so that you can begin receiving Department information.
- Fill out and return the "Coordinator Data Form" in Appendix A of this handbook.
- Make sure that your District Women's or Fair Practices Coordinator is aware of your election or appointment. (District office information is in Appendix B)
- Make sure you are on your Agency's EEO mailing lists.
- Check with your Human Resources office to make sure you receive training and vacancy announcements, new management directives, etc.
- Begin attending Local, Council, District and issue relevant meetings.
- Attend training sessions to ensure you understand your role and responsibilities as a Coordinator.

As the civil, human, women and workers' rights advocate for the Union, the Coordinator:

- Advises Union officials on civil, human, women's and workers' rights issues that impact your membership.
- Holds events to mobilize, organize and educate members and non-members around civil, human, women's and workers' rights issues.
- Counsels and reports to Union members on specific problems that adversely affect the membership and fair employment.
- Keeps the Local or Council and AFGE national headquarters informed on the status of civil, human, women's and workers' rights issues in the government agencies within their jurisdiction.
- Assists in developing the union's strategic plan for civil, human, women's and workers' rights issues.
- Examines the agency's diversity plan and is active in the preparation and/or the publicizing of failures in meeting plan goals. Offer positive input for implementation after consultation with other union officials.
- Advises and assists Union officers in contract negotiations and developing contract language concerning civil, human, women's and workers' rights issues.
- Chairs the Local or Council Human Rights Committee and assists the committee in developing an annual work plan and recruits other members to serve on the committee.
- Sometimes represents and assist members with EEO discrimination complaints.
- Assists with developing a Local or Council Voter Protection Program that coincides with AFGE's National Voter Protection campaign.
- Works with like-minded community groups, other National unions, Locals or Councils and AFL-CIO constituency groups to further the cause of civil, human, women's and workers' rights issues.

- Keeps their membership informed of the work of the Women's and Fair Practices Coordinators, District Coordinators and the Women's and Fair Practices Departments by writing articles for newsletters, emails and websites and posting to social media sites.

Educating Yourself

Keep your eyes open for any kind of training opportunities that may help you do your job. Check with your District Coordinator, your Local or Council and the EEO office at your agency to see what kind of training is available in your area.

Suggested Training for Coordinators

To do the best job possible in your position as a Coordinator, the courses below should be considered:

- Coordinator Boot Camp & Advanced Coordinator
- Basic, Intermediate, Advanced EEO
- Diversity Training
- Conflict Resolution
- Sexual Harassment
- Arbitration, FLRA and MSPB hearings
- Program management
- Communication skills
- Presentation techniques
- Young Worker/Mentor training
- LGBT Labor Leadership Training
- Effective briefing techniques
- Train-the-trainer
- Team Building

Meeting with Management

Shortly after your election or appointment, the Coordinator should interact with the agency Federal Women's Program Manager (Chapter 6), EEO officials and/or other agency officials responsible for civil, human, women's and workers' rights. The Coordinator should become a part of any agency committee (such as the agency diversity committee or Federal Women's Program Committee) which meets regularly for the purpose of improving the status of women and/or minorities in the workforce and therein provide input from the Union to further this goal.

Getting Time to Do Your Job

Find out what provision has been made, if any, for official time by your union contract. Official time is granted to an employee by the agency to perform representational functions on behalf of the union. This time is granted without charge to personal leave or loss of pay, when the employee would otherwise be in a duty status and is considered hours of work.

Some contracts may specifically have coordinator's roles defined as well as their official time. Others may simply define steward's and officer's time with either a specific amount of official time allocated or there may be a "pool" of time. Whatever the case, ask to receive official time. You can then use a percentage of your time to serve as a coordinator. Arrange with your President which hours you can spend as a coordinator and guard your time jealously. **DO NOT** do other work during your coordinator's work time. Show regular written progress reports on your projects.

Please note, when actively working on EEO cases, Part 1614.605 of the EEO regulations grants "reasonable" official time for an employee complainant or their representative to work on EEO complaints. The regulation states that a representative "shall have a reasonable amount of official time, if otherwise on duty, to prepare complaint and respond to agency and EEOC requests for information....[or] when their presence is authorized or required by the agency or the Commission during the investigation, informal adjustment, or hearing on the complaint." This time is in addition to any other time that you would negotiate for other coordinator's tasks. **Remember this time is not union contract official time; it is statutory EEO time because you are the designated personal representative for the complainant.**

Official Time Q&A

Q: What is official time?

A: Official time is the practice in which federal employees who are union representatives represent their coworkers on government time.

Q: Are employees on official time doing the union's business?

A: No. Union representatives are not allowed to use official time to conduct union-specific business, such as soliciting members, holding internal union meetings, electing union officers or engaging in partisan political activities.

Q: So what type of activities do employees on official time perform?

A: Employees are allowed to use official time only to perform representational activities. Such activities include creating fair promotional procedures, establishing flexible work hours, setting procedures that

protect employees from on-the-job injuries, enforcing protections from unlawful discrimination, developing telework practices, providing workers with a voice in determining working conditions, and representing employees in grievances and disciplinary actions.

Q: Why doesn't the union pay for this representational work out of the dues it collects from members?

A: By law, federal employee unions are required to provide fair representation to all employees at the worksite, not just those employees who pay dues. Since the federal government is an open shop, meaning employees are not required to join the union, Congress established official time to ensure all employees would receive fair representation whether they belong to the union or not.

Q: Wouldn't it be cheaper to get rid of official time and have employees settle any disciplinary matters in court?

A: Not at all. In fact, official time is less expensive for taxpayers in the long run because it helps resolve conflicts that arise in the workplace without resorting to expensive and time-consuming administrative or legal procedures. Official time also gives agencies an easy way to include employee input into any mission-related challenges that agencies may face.

Q: Are there limits on much official time can be used by employee representatives?

A: Yes. The Civil Service Reform Act of 1978 limits the amount of official time that can be used for representational responsibilities to what is deemed reasonable, necessary and in the public interest. The amount of time must be negotiated by the labor organization and the employing agency.

Get Connected to your AFL-CIO Constituency Groups

The AFL-CIO Constituency Groups are a powerful resource for Coordinators; it is a very important way that we connect to different communities, creating and strengthening partnerships to enhance the standard of living for all workers and their families. Using this network enhances our union's strength at the bargaining table, in organizing campaigns, and in the political arena.

As a Coordinator, you should request that your Local or Council pay for membership to the following AFL-CIO Constituency Groups. These groups promote the full participation of different groups in the union movement and ensure unions hear and respond to the concerns of the communities they represent.

A. Philip Randolph Institute (APRI)

815 16th Street, NW

4th Floor

Washington, DC 20006

(202) 508-3710

www.apri.org

The A. Philip Randolph Institute is a labor-based and labor-supported organization addressing broad-based employee and community issues. They are very active in voter registration projects. The organization supports:

- Civil rights, strong anti-discrimination measures and affirmative action
- Policies to promote a decent wage, high growth, full employment economy
- Labor law reform and worker health and safety protections
- Decent minimum living standards for all, including anti-poverty programs, a fair minimum wage and a comprehensive "safety net"
- Universal, affordable health care
- Family leave and child care
- Progressive and fair tax policies
- International workers' rights and fair trade education and training programs
- Education and training programs

Asian Pacific American Labor Alliance (APALA)

815 16th Street, NW

2nd Floor

Washington, DC 20006

(202) 508-3733

www.apalanet.org

Founded in 1992, the Asian Pacific American Labor Alliance (APALA), AFL-CIO, is the first and only national organization of Asian Pacific American (APA) union members. Since its founding, APALA has played a unique role in addressing the workplace issues of the 660,000 APA union members and acts as the bridge between the broader labor movement and the APA community. Backed with strong support of the AFL-CIO, APALA has 13 chapters and pre-chapters and a national office in Washington, D.C.

The stated goals of APALA are to create an organization, which educates Asian Pacific American workers; promotes political education and voter registration programs among APAs; and promotes training,

empowerment, and leadership of APAs within the labor movement and APA community. APALA further sets out to defend and advocate for the civil and human rights of APAs, immigrants and people of color and to develop ties within international labor organizations, especially in the Asia-Pacific Rim.

Coalition of Labor Union Women (CLUW)

815 16th Street, NW

Washington, DC 20006

(202) 508-6969

www.cluw.org

Formed in 1974, the Coalition of Labor Union Women (CLUW) is America's only national organization for union women. The primary mission of CLUW is to unify all union women in a viable organization to determine common problems and concerns and to develop action programs within the framework of our unions to deal effectively with our objectives.

At its founding convention in Chicago, Illinois, CLUW adopted four basic goals of action: to promote affirmative action in the workplace; to strengthen the role of women in unions; to organize the unorganized women; and to increase the involvement of women in the political and legislative process.

Coalition of Black Trade Unionists (CBTU)

1155 Connecticut Ave

Suite 500

Washington, DC 20036

(202) 778-3318

www.cbtu.org

The Coalition of Black Trade Unionists (CBTU) consists of members from seventy-seven international and national unions with forty-two chapters across the country. CBTU seeks to fulfill the dream of those Black trade unionists, both living and deceased, who throughout this century have courageously and unremittingly struggled to build a national movement that would bring all our strengths and varied talents to bear in the unending effort to achieve economic, political and social justice for every American.

The basic objectives of the CBTU are reflected in its activities and projects:

- Improve economic development and employment opportunities for black workers.
- Work within the framework of the trade union movement to provide a voice and vehicle for greater black and minority participation.

- Increase union involvement in voter registration, voter education and voter turnout projects.
- Organize unorganized workers.
- Actively support civil rights and civic groups working to improve living and working conditions in the black community.
- Increase effective political alliances between labor, churches, and the general community.

Labor Council for Latin American Advancement (LCLAA)

815 16th Street, NW

3rd Floor

Washington, DC 20006

(202) 508-6919

www.lclaa.org

The Labor Council for Latin American Advancement (LCLAA) is a national organization representing the interests of approximately 2 million Latino/a trade unionist throughout the United States and Puerto Rico.

LCLAA was founded in 1972 by local Latino trade union committees to promote participation by Hispanic trade unionists in a more responsive labor movement. LCLAA builds political empowerment of the Latino family, supports economic and social justice for all workers, and promotes greater cultural diversity at the workplace. The challenge for LCLAA is to bring union members together in solidarity, regardless of race or ethnicity. With 65 Chapters throughout the country and Puerto Rico, LCLAA members engage in different creative programs that promote political empowerment, cultural pride, and economic development of Latino workers and their families.

LCLAA provides a voice for Latino working families nationally. In this effort LCLAA works in coalition with other leading Hispanic organizations to maximize support for economic and social policies that are essential to advancing the interests of Hispanics. LCLAA also works with these organizations to combat legislation that poses a threat to the Latino community.

Pride at Work (PAW)

815 16th Street, NW

Washington, DC 20006

(202) 637-5014

www.prideatwork.org

Pride At Work (PAW) organizes mutual support between the organized Labor Movement and the lesbian, gay, bisexual and transgender (LGBT) Community for social and economic justice. In addition to national Pride at Work, [more than 20 Chapters](#) organize at the state and local level around the country.

PAW seeks [full equality for LGBT Workers](#) in the workplace and unions. They work towards creating a Labor Movement that cherishes diversity, encourages openness, and ensures safety & dignity. They aim to educate the [LGBT Community](#) about the benefits of a union contract for LGBT working people, and to build support and solidarity for the union movement in the LGBT community.

Union Veterans Council

815 16th Street, NW

Washington, DC 20006

(202) 337-5233

Information can be found on the AFL-CIO website. www.aflcio.org

The Union Veterans Council (UVC) brings together union leaders and union members who are veterans to speak out on veterans' issues and influence public policy to improve the quality of life for U.S. veterans and their families. The two primary areas of focus for veterans are access to good jobs and access to quality health care.

The UVC makes their positions on veterans' issues known to candidates for public office and support the appointment of labor-friendly veterans to government agencies at all levels. The UVC also encourages union veterans to take leadership roles in other veterans' organizations and strives to form coalitions and alliances with other veteran groups around union veterans' issues.

Chapter 4: Mobilization through Civil, Human, Women's and Workers' Rights

In this chapter, you will learn some tools to mobilize your membership around civil, human, women's and workers' rights issues and activities

- ✓ Benefits of having a Local/Council Human Rights Committee
- ✓ How to Establish a Human Rights Committee
- ✓ Learn to plan successful issues campaigns

FORMING A HUMAN RIGHTS COMMITTEE

A committee refers to a group of people created to discuss, decide, and act collectively related to specific areas of work assigned to them. Members of a committee should generally be drawn from different people within your Local or Council. With the nature of the committee, it is important to include a diverse group of people (minorities, women, LGBT, young, disabled, etc.) A common feature of committees is the joint discussions and decisions of the committee in scheduled meetings.

Benefits of Forming a Committee

- Committees bring together a variety of views, interests, and expertise for the completion of a specific task.
- Committees provide a mechanism for discussion and agreements based on consideration of a wider range of interests and alternatives.
- Committees avoid the mistakes of hasty decisions taken without due consideration of a diverse membership.
- Decisions taken by a committee are more easily accepted by the membership because of the representation of their interests and viewpoints in the decision-making process by way of their representative working on the committee.

Establishing a Local or Council Human Rights Committee

There are a few simple steps to establish a Local or Council Human Rights Committee and to assure support for the committee's goals:

- Review your constitution/bylaws and find out who appoints the committee.

- Talk to leadership and get their support for the committee.
 - Stress that the purpose is to build the union.
- Talk to co-workers/members about issues and the idea of establishing a committee.
 - Simply stated - see who is interested.
- Get a chair/committee appointed or elected.
 - Ask people to get involved
- Stress issues of concern to members.
- Conduct a survey of the membership (see pg. 32)
- Get the memberships' ideas and their commitment to participate.
 - Do not limit the volunteers to current activists or individuals with unlimited time to give. A member willing to spend fifteen minutes a week stuffing envelopes or doing a distribution should be activated rather than ignored.
- Hold the first meeting:
 - Orientation - Explain the purpose and how often the committee will meet
 - Set priorities and determine goals
 - Begin planning program

Planning a Successful Issue Campaign

The following steps can be used to put together winning programs on many issues of concern in the civil, human, women and workers' rights community:

1. Select An Issue

- You may want to conduct a survey to determine exact needs, or you may already know what hot button issues are important to your members
- Talk to co-workers/members for ideas
- Talk to leadership to get their support and ideas for proposed projects

2. Define The Program

Make sure that whatever the committee chooses to work on is going to meet the members' needs. For instance, getting an on-site child care center is not useful if members don't want to have their children commuting downtown with them.

3. Set An Objective & Tactical Plan

- Identify the strategic goal of the plan & then set the objective(s) to reach the goal

- Identify the target population you wish to reach with the specific issue
- Know the theme of your message. This comes from the content of your issue and the way you wish to communicate with the members.
- Determine the timing of your plan. It should be relatively short, precise and realistic within the scope of the committee.
 - Ninety days from issue to action is a good timeframe to select.
 - The first thirty days are used to design the campaign, allocate resources, and produce/acquire the needed materials
 - The second thirty days can be used to prepare the union activists who will mobilize the target population and have them communicate the overall theme
 - The last thirty days are for the target population to carry out their tasks so that on the last day, the desired action is taken or completed

4. Establish a Communications

□ Determine the purpose of each communication

- Agitate?
- Educate?
- Organize?
- Mobilize?

□ Different methods of communications you can use

- | | |
|--------------------------------------------------|-----------------------------------|
| ➤ Feature Article in newsletter | ➤ Billboards |
| ➤ Established Coordinator column in a newsletter | ➤ DVD & YouTube videos |
| ➤ E-mails | ➤ Bumper sticker |
| ➤ Space on Local/Council's website | ➤ Speech at Local/Council meeting |
| ➤ Posting on Local/Council's social media sites | ➤ Letter |
| ➤ Issue pamphlet/flyer | ➤ Focus group |
| ➤ Survey Form & posting of results | ➤ Public service announcement |
| ➤ Television or Radio commercial | ➤ Poster |
| ➤ Memorandum | ➤ Button |
| | ➤ Phone tree |

5. Determine Resources Needed

- Develop a budget
- Identify material(s) needed
- Determine your likely friends
 - Who is likely to be a supporter?
 - Who has a problem?

- Determine your coalition partners
 - Other Unions
 - AFL-CIO
 - Like-minded organizations
 - Community Groups
 - Religious Groups
 - Elected Officials
 - Management (could also be an ally)
 - Business Groups (could also be an ally)
 - Opposing Organizations
 - Community Groups (could also be an ally)
 - Non-members (could also be an ally)

- Determine your likely opponents and prepare for opposition

- List all possible objections/arguments and counterarguments

6. Assign Tasks To Committee Members

- Make sure people feel comfortable about the job they are asked to do, and that they have enough people and resources to help them get it done.

- Keep in touch. Check progress to make sure that members have what they need. Make any necessary adjustments.

- Set up a report system to make sure things are going smoothly at points along the way. Don't assume that because you haven't heard anything that the job is getting done

7. Evaluate Success

- What did we do well?

- What would we do differently next time?

- Give recognition and thanks to members who worked hard. **Don't omit this step!** People need recognition for a job well done.

8. Publicize Your Victory

- Newsletters
 - (Local, Council, District, National)

- Posting to social media sites

- Posting of videos on YouTube

- City/Town media
- Make sure all projects are attainable** and keep them short-term until the committee has established a record of success.
- Make sure you publicize success** -- it will attract volunteers for the next project.
- Make sure each activity has a goal.** Achieving them will give a real feeling of accomplishment to the volunteers. When there are no challenging goals, members feel that activity is unimportant.
- Make sure you have enough people to do the job.** Overworked volunteers stop volunteering, and besides, the extra lift of the group really begins when there are at least seven or eight people involved.
- Make sure each member knows their job and position in the group.** It is not enough for the chair to know.
- Make sure you do important things at meetings.** Transact business, make decisions, review past work, and plan new things. People will be more committed to things that have been agreed on by the group. They will be on accord with the others. Besides, they won't keep coming to meetings unless they accomplish something.
- Make sure you invite union leaders to meetings.** People want to hear directly from them, and to make sure that their own views are carried to higher levels.
- Local and Council meetings
- Meetings of groups who provided support

Maintaining Momentum After Success

- Make sure the meetings are interesting.** Hold the work and "mechanics" down to an hour or so. Use audio-visual aids such as videos when possible. Leave time for informal discussion.
- Make sure to recognize good work and reward it.** Commend active supporters at meetings, express appreciation in person, and write letters of thanks and mention committee members in union publications.

Chapter 5: Sponsoring Programs

In this chapter, you will learn how to build and produce successful issue programs to inform and educate your membership

- ✓ How to plan programs around issues of concern for your Local or Council
- ✓ Learn helpful program ideas
- ✓ List of potential workshops

HOW TO SPONSOR PROGRAMS

A good way to increase the visibility of important issues and the work of the Coordinators is for the union to plan and present programs. You or the Local or Council Human Rights Committee may decide that periodic "brown bag" lunch programs, or one week of workshops annually, or one special event quarterly will best fit the needs of the employees in your agency, Local or Council.

As you evaluate the need for union-sponsored activities, ask yourself if a program will contribute to the enhanced employment, livelihood or union activism of an underserved community. The Women's and Fair Practices Departments and District Coordinators can help committees with information, program ideas and educational programs.

If your Local or Council has a Human Rights Committee, you will probably want to delegate responsibilities for programs to the committee members. If there is no committee you may want to establish a committee for the program.

□ **The mission of the Coordinator Program should be equality in employment and mobilizing the membership.**

- If your Local or Council is to take the Coordinator position seriously as a substantive, integral part of the Local's operations, everything associated with the Coordinator must convey that message.
 - Therefore, while topics such as fitness and fashion may be of interest, these **should not be the main focus** of the programs offered by the Local Coordinator.

□ **Don't exclude any communities (i.e., white men, black women, lesbian, gay bisexual, transgender, etc.) from your program planning.**

- Although the focus of an activity might be Women's History Month, the activities can be a celebration and an educational event for everyone.
- Attendance of all groups will increase understanding throughout the Local or Council.

□ **Plan the logistics of the program carefully.**

- If possible, have participants RSVP in advance so that you can estimate the number of attendees and reserve an appropriate space for the program (conference room, picnic area, auditorium, etc.). This will also assist if food is being ordered.
- Check with the presenters/speakers in advance to find out if they will need flip charts, internet access, a podium, a projector. Find out if they will need handouts copied in advance for participants.
- Make sure you have a realistic schedule to accomplish what you wanted during your program.
 - Try to start on time and end on time.
- If a program or session lasts more than 3 hours, make sure to schedule breaks.

□ **Plan publicity for the program carefully to maximize the value and attendance of the program.**

- Consider sending personal invitations to persons whom you would like to attend.
- An announcement from you or from the Local or Council leadership should give the time, the place, and the details of the program.

Program Ideas

Successful Coordinators and Human Rights Committees around the country have sponsored the following programs and activities:

- Conferences of one or two days with speakers and workshops.
- Educational programs (such as union education, sexual harassment, disability rights, etc.) set up separately or in conjunction with other union events or meetings.
- Lobbying and advocacy on state or federal legislation of interest to women and minorities - pay equity, dependent care, family leave, etc.
- Petition drives on issues.
- Speaking in schools about unions (career day).
- Annual awards dinners recognizing contributions to women's and civil rights.
- Monthly or quarterly newsletters with updates on local, state and national issues and events.
- Columns on issues in general union publications or newsletters.
- Targeted health fairs.
- New member information packets containing brochures, a copy of the contract, etc.
- Union office/bulletin board displays on women's and minority's rights and history.
- Activities relating to Black History Month (February), Women's History Month (March), etc.

Workshop Ideas

The list of possible workshops for your committee to hold is endless. The following are a few workshops which have been of interest to other Locals and Councils:

- Affirmative Employment
- Alternative Work Schedules:
Flextime/Flex-hours
- Bargaining for Work & Family
Issues
- Building Community Support for the
Right to Organize
- Breastfeeding laws
- Communication Skills
- Disability Rights
- Diversity Issues
- Domestic Violence
- Economics for Real Life
- Electing Women to Public Office
- Equal Employment Opportunity
(EEO)
- Family Leave
- Family Medical Leave Act (FLMA)
- Lesbian, Gay, Bisexual, Transgender
(LGBT) Workplace Issues
- Getting the Policies We Want
- Grassroots Ballot Initiatives
- Harassment
- HIV AIDS Awareness
- Immigrant Workers
- Intro to Working Women Vote
- Job Placement (RIF Rights)
- Leadership Skills
- Legal Rights/ Family Law
- Legislative Initiatives/Issues
- Living-Wage Campaigns
- Organizing
- Pay Equity
- Political Action
- Problems of Single Parents
- Public Speaking
- Reasonable Accommodations
- Retirement Planning & Security
- Rights at the Workplace
- Sexual Harassment
- Staging a Press Event
- Stress Management
- Superwoman/Juggling Roles
- Sweatshops across Borders
- Violence/Bullying in the Workplace
- Welfare Reform
- Wills and Estates
- Workplace Safety and Health
- Young Workers Initiative

Sample Member Survey

The following survey is a sample for use by Coordinators to assess the needs and interests of your membership. The survey could be distributed by Local or Council leaders, stewards, Coordinators or committee members at the worksite, union meetings, conventions, or in newsletters.

Depending on the kind of follow-up the committee wants to do, it may be a good idea to ask for the name, address and email of the member who fills out the survey.

The _____ will be planning programs for members and would like to give you an opportunity to express your interests, needs and ideas.

What time would generally be best for you to attend educational programs and/or meetings?

- a. Saturday
- b. Sunday
- c. Weekday evening (which evening _____)
- d. Lunchtime

Please check the areas which you would like the _____ to work on:

- a. Educational programs or conferences
- b. Legislative issues - Which issues? _____
- c. Pay discrimination/pay equity
- d. Working Family issues
- e. Sexual Harassment
- f. Affirmative action
- g. Domestic violence h. Diversity & Inclusion i. Other:

Please check 5 of the 15 workshops/educational programs listed which would be of most interest to you?

- a. Pay Equity -- How "women's work" is paid lower than comparable men's work -- and how to start doing something about the problem.
- b. Harassment -- What the union can do to help members deal with, and prevent, unwanted sexual advances or other harassment which may occur in the workplace.
- c. Leadership Skills -- How to develop the qualities that will help you become a more effective leader.
- d. Public Speaking -- How to improve your ability to speak in front of groups.

- _____ e. Collective Bargaining -- Techniques for bargaining with management about issues of special concern to civil, human, women and workers' rights.
- _____ f. Political Action -- How to increase the union's political power by becoming involved with political campaigns.
- _____ g. Young Workers Initiative – How to get young unionists more involved in AFGE.
- _____ h. Stress -- How to recognize and manage stress through union action.
- _____ i. Assertiveness Training -- Techniques for dealing more effectively with people.
- _____ j. Alcoholism and Drug Abuse -- What the union can do to help members with these problems.
- _____ k. Domestic Violence -- The union's role in fighting spouse/partner and child abuse.
- _____ l. Child Care -- Union programs to assist members in getting affordable childcare. _____ m. New
Technology -- The union's role in helping members cope with new technology in the _____ workplace.
- _____ n. Women's Committees -- How to start a local women's committee and maintain momentum.
- _____ o. Other (please list ideas)

Are there any issues which the union might develop as special projects which you might be interested in working on?

Your job title:

Sex: Female _____ Male _____

Are you an AFGE member?

Yes _____ Why? _____

No _____ Why Not? _____

Please return to: _____

Return By _____

Date

Chapter 6: Government Women's Programs

In this chapter, you will learn about the uses and benefits of the Federal Women's Program (FWP) and the D.C. Office of Women's Policy and Initiative.

- ✓ What is the Federal Woman's Program?
- ✓ What is the D.C. Office on Women's Policy and Initiative?

WHAT IS THE FEDERAL WOMEN'S PROGRAM?

One of the major areas where the Local and Council Women's Coordinator can have input is the Federal Women's Program (FWP). The FWP was established in 1967 to enhance employment opportunities for women in the federal workforce, and to address the employment needs and issues of women as they relate to Federal personnel policies and practices. Currently within the federal government, all departments and independent agencies must designate Federal Women's Program Managers (FWPM). Other agencies and field organizations are not required but are encouraged to designate employees to carry out FWP responsibilities.

While most experience with the FWP has been a perception of it as an "agency management program", union activists should attempt to balance the program with their increased participation.

The FWP Should Seek To

- Provide management with information and strategies for enhancing the advancement of women.
- Assist the agency in achieving equal opportunity for women in personnel management policy and practice, for example, recruitment programs, training, selection, career development and promotion.
- Assure that managers and supervisors evaluate all employees fairly and equitably.
- Promote the equitable distribution of women throughout professional, administrative, technical, clerical and other occupations as well as advancement into managerial and supervisory positions.

- Assure employment practices are in accordance with merit principles through the elimination of any attitudes, customs, and habits which may deny women entry into certain occupations.
- Assist management in developing and implementing affirmative employment program plans.

Federal Women's Program History

- In October 1967, Executive Order 11375 added sex to other prohibited forms of discrimination in the Federal Government.
- In August 1969, Executive Order 11478 integrated the FWP into the overall Equal Employment Opportunity (EEO) Program and placed the FWP under the Directors of Equal Employment Opportunity.
- In March 1972, the Civil Rights Act of 1964 was amended to apply equal opportunity protection in employment to the Federal government. The designation of a Federal Women's Program Manager was codified in the Code of Federal Regulations (29 CFR 1614.102) as appropriate for carrying out equal employment opportunity functions in all organizational units of an agency, and at all agency installations.
- On March 10, 2020 Congress added a provision under the fiscal 2020 National Defense Authorization Act which provided all federal employees with 12 weeks of paid parental leave for the birth, adoption, or foster placement of a child beginning on Oct. 1, 2020

The Union Should Get Involved

The FWP is run by the National Federal Women's Program Manager, Regional FWP

Managers, Headquarters FWP Coordinators, and Field Office FWP Coordinators. While the FWP Coordinators are in place to carry out **management policy**, the union nevertheless can and should have input into the program.

Indeed, the selection of the Federal Women's Program Coordinator is a legitimate subject for labor-management negotiations. AFGE has the right to negotiate that at least 50 percent of the nominees for this position be offered by the union. In addition, AFGE may negotiate that the union have representatives on Federal Women's Program Committees.

WHAT IS THE DC OFFICE ON WOMEN'S POLICY AND INITIATIVE?

The Office on Women's Policy and Initiatives (OWPI) is committed to enhancing the quality of life for all women and their families within the District of Columbia. OWPI, working in conjunction with the DC Commission for Women, is in a unique position to serve as a liaison between the public and private sectors and the Executive Office of the Mayor. The office tracks local women's issues, concerns and proposals and presents these ideas to the Mayor and officials in the Bowser Administration.

Goals and Objectives:

- To support and advocate women's issues through research and community involvement;
- To establish public and private partnerships to address women's issues in Washington, DC;
- To promote, encourage, and provide advisory assistance to women's organizations and institutions focused on empowering women in the Washington, DC;
- To conduct studies and hold public hearings on issues affecting women in conjunction with the DC Commission for Women;
- To promote access and bring awareness to issues facing women in Washington, DC;
- To provide leadership by taking action to impact legislation that will protect and support women.

These will be accomplished by:

- The implementation, review, and analysis of studies impacting the lives of women;
- Attention to and analysis of various communication from women, on topics such as domestic violence, pay, business and employment opportunities, personal safety, health and wellness, and many more;
- Review of existing laws and regulations to ensure they benefit the welfare of women and girls;
- Collection and dissemination of information regarding the status of women;
- Creation of an online directory of resources and services for women and girls;
- Networking and collaborating with women, women's organizations, women in business and women community leaders to assess and improve the quality of life for women and girls in Washington, DC.

For more information, contact the OWPI via email at women@dc.gov or call (202) 724-1518.

Chapter 7: Contract Language

In this chapter, you will learn specific ways to put inclusive contract language into your collective bargaining agreements.

- ✓ Issue specific contract language Coordinators should include

CONTRACT LANGUAGE THAT PROMOTES FAIR AND EQUAL TREATMENT

***Disclaimer:** The following proposals are examples of what could be subjects of negotiations with the employer. There have not been any negotiability decisions rendered by the FLRA related to whether any of these proposals interfere with any reserved management rights under 5 USC Chapter 71.*

It is very important that you, as the coordinator, ensure that your Local and/or master contract contains language that will promote civil, human, women and workers' rights. Clear, strong, and precise contract language is the most important and effective avenue to equality for all employees. The government's personnel laws, rules, and regulations do not provide sufficient protection for every employee.

Through strong collective bargaining, the union can increase and strengthen employee rights. Effective contract language on the following subjects can help ensure equal treatment for all government employees:

- Non-discrimination
- Pay equity
- Nursing Mothers
- Domestic Violence
- LGBT Inclusion
- Training and promotion
- Leave policies
- Sexual harassment
- Childcare

Non-discrimination Contract Language

The clause banning discrimination is a key one. It should ban discrimination in employment on the basis of race, color, religion, sex (including sexual harassment and pregnancy), age, national origin, disability, genetic information or for engaging in protected EEO activity. In addition, the parties recognize their commitment to the policy of prohibiting discrimination on the bases of marital status, sexual orientation, parental status, and/or political affiliation.

In April 2012, the EEOC ruled that discrimination based on gender identity is covered under Title VII sex discrimination. (Macy vs. Holder: Appeal No. 0120120821) This is a ground breaking change, and will be important for union leaders, stewards and negotiators to be advised of this change.

You may also be interested in including a clause that mandates joint labor-management efforts to eliminate discrimination or requires review of policies and practices that have the effect of discriminating against women or other groups. As a union representative, you should be directly involved in reviewing and implementing the agency's MD-715 affirmative employment plan and in developing ways to eliminate barriers to equal employment. You might decide to simply state that the union or association and the employer do not intend to discriminate against any member or group of members. This is known as a "boilerplate" statement.

SAMPLE CONTRACT CLAUSE

"The employer is committed to maintaining a work environment free of harassment, discrimination, intimidation or retaliation."

"The employer will comply with all applicable federal, state, and local government laws concerning discrimination. The employer further agrees not to discriminate against any employee in policies and practices including, but not limited to: hiring, placement, upgrading, transfer, promotion, demotion, compensation, benefits, job assignment, or discipline, based on categories including, but not limited to: race, religion, sex, age, sexual orientation, gender identity, gender expression, pregnancy, marital status, disability, citizenship status, veteran status and union activity."

PUBLICIZING AND ENFORCING THE NON-DISCRIMINATION CLAUSE

Union members and supervisors need to know about the non-discrimination clause and EEO laws.

- Union orientation for new members, new employee orientation and recurring nondiscrimination trainings should include information on this contract provision.
- Make sure the non-discrimination clause prohibits harassment, or the harassment clause should include sexual orientation, gender identity and gender expression.
- Make sure the non-discrimination clause prevents reprisal for engaging in EEO-related and union activities.
 - Build a reputation that the union takes discrimination grievances seriously.

Pay Equity Contract Language

Men and women sometimes do not hold the same kinds of jobs. However, many jobs performed by women are comparable, in terms of skills, efforts, education, and responsibility, to those held by men. Unfortunately, their pay rates are not. The segregation of women into "female" jobs, and the undervaluation of the skills required for those jobs contributes to a form of wage discrimination based on sex. The term used to describe efforts to correct this undervaluation is "pay equity."

To correct the undervaluation of "female" jobs, the union must demand and receive for its women workers equal pay for work of comparable value. This requires re-evaluation, reclassifying and upgrading "female" jobs, and paying them what they are worth relative to comparable jobs that men perform.

SAMPLE CONTRACT CLAUSE

"The employer agrees that there shall be no wage or job discrimination and that in cases where occupational segregation remains a factor, there shall be equal pay for work of comparable worth."

"Appropriate wage studies shall be undertaken jointly by labor and management to determine adequate compensation. A non-discriminatory job evaluation system shall be developed."

Nursing Mothers Contract Language

More and more women are returning to work within the first one or two years of their babies' lives. Women who continue to breastfeed at this time provide important health benefits to the baby and themselves, and health and cost savings to employers and the community in general. Many women want to continue breastfeeding when they return to work but find it difficult.

The Patient Protection and Affordable Care Act ("Affordable Care Act") amended section 7 of the Fair Labor Standards Act ("FLSA") to **require employers to provide reasonable break time** for an employee to express breast milk for her nursing child for one year after the child's birth each time such employee has need to express the milk. Employers are also **required to provide a place, other than a bathroom, that is shielded from view and free from intrusion** from coworkers and the public, which may be used by an employee to express breast milk. The break time requirement became effective when the Affordable Care Act was signed into law on March 23, 2010.

The FLSA requirement of break time for nursing mothers to express breast milk does not preempt union contracts that provide greater protections to employees (for example, providing compensated break time, providing break time for employees exempt from FLSA, or providing break time beyond 1 year after the child's birth).

THINGS THE UNION SHOULD BARGAIN

The law only states "...employers are also required to provide a place, other than a bathroom, that is shielded from view and free from intrusion..."

- **Space:** The union should bargain for a room that provides privacy and is large enough to contain an end table, two chairs and a small refrigerator. In addition the room should have at least 2 electrical outlets: one for the pump and one for the refrigerator.
- **Furniture:** Small table, 2 chairs, sink (or proximity to), and a trash can. A small refrigerator would be preferred.
- **Breast Pump:** Hospital grade pumps should be purchased for multi-user units in order to assure durability and sanitation.
- **Supplies:** Anti-bacterial soap (to clean equipment), paper towels, and a bulletin board (for sharing information related to concerns of nursing mothers).
- **Security:** The door should be locked. Access needs to be limited to nursing mothers and cleaning personnel. This can be accomplished through distribution of keys or a combination lock.

The law only requires "...employers to provide reasonable break time for an employee to express breast milk for her nursing child for one year after the child's birth..."

- **Break times:** union should bargain for up to two paid 15 minute breaks per day and up to two paid 30 minute breaks per day. You should negotiate these break times for exempt employees as this law only covers non-exempt employees.
- **Length of coverage:** The union should bargain for breastfeeding coverage beyond 1 year after the child's birth...it should be as long as the mother is willing and able.

For further information, refer to the AFGE Women's/Fair Practices Department brochure on nursing mothers.

Domestic Violence Contract Language

Unions work to protect the health, safety and well-being of the workers they represent. With more than 5 million women victimized by domestic violence every year, abuse affects many union members — victims, batterers, family members, friends and co-workers.

Health, safety and job security are union issues. Victims of domestic violence are at higher risk of on-the-job violence. They are also likely to miss work or come in late, so they may be disciplined by management for job performance problems and can be denied opportunities for promotion and advancement. The workplace is where members facing domestic violence spend at least eight hours a day and it can be a haven for help and support.

Unions are uniquely positioned to be a key force in helping our members stay safe, both on the job and at home. Unions can help reduce the risk of violence for workers while maintaining jobs — a key to economic self-sufficiency. By addressing domestic violence, unions can make a significant — and, in some cases, a life-saving — difference in the lives of their members.

All employees have the right to a work environment free of and safe from domestic violence. Domestic violence, which may involve physical, psychological, economic violence or stalking, against a current or former intimate partner, is a widespread societal problem which must be prevented. The employer should use early prevention strategies to avoid or minimize the occurrence and effects of domestic violence in the workplace and to offer assistance and a supportive environment to its employees experiencing domestic violence. In all responses to domestic violence, the employer shall respect employees' confidentiality.

In 2012, the Department of Justice required all agencies to send copies of the agencies Domestic Violence policies pursuant to the Office of Personnel Management. As a Union Representative you should be involved in developing, modifying and implementing any approved agency policy.

SAMPLE CONTRACT CLAUSE

“Employees shall have the right to use sick leave, personal leave, annual leave, compensatory time, and any other paid leave for medical appointments, legal proceedings, or other activities related to domestic violence. Such absences shall not be counted against the employee under any attendance policy for disciplinary purposes, and may be taken without prior approval.”

“If all paid leave has been exhausted and additional periods of leave are needed to attend to medical, legal, or other matters related to domestic violence, the employees shall have the option of taking family and medical leave of up to twelve (12) weeks. The leave shall be unpaid, but the employer shall administer the leave in accordance with the federal Family and Medical Leave Act (FMLA), including but not limited to the FMLA's provisions pertaining to health benefits and job reinstatement.”

“In order to provide assistance to an employee experiencing domestic violence and to provide a safe work environment to all employees, the employer shall make every effort to approve requests from employees experiencing domestic violence for transfers to other worksites, telework, and/or changes in work schedules.”

For further information, refer to the AFGE Women's and Fair Practices Department manual, "Domestic Violence Manual".

Lesbian, Gay, Bisexual and Transgender (LGBT) Inclusive Contract Language

The U.S. Supreme Court's June 26, 2013 decision in *U.S. v. Windsor* cleared the way for same-sex married couples to receive federal benefits. The Supreme Court struck down the section of the Federal Defense of Marriage Act (DOMA) that limited marriage to a union between a man and a woman. This led the way for legally married same-sex couples to qualify for federal benefits - regardless of where they live. However, the rules for eligibility do vary among federal agencies.

The U.S. Supreme Court's June 15, 2020 decision in *Bostock v. Clayton County, Georgia*, finding that the firing an individual because of their sexual orientation or transgender status violates Title VII's prohibition on discrimination because of sex.

CONTRACT SECTIONS TO LOOK AT

Non-discrimination protections

- Make sure that your contract non-discrimination language includes sexual orientation, gender identity and expression.
 - Use of "sexual orientation" alone does not include transgender workers.
 - "Sexual preference" and "sexual persuasion" are outdated terms that are no longer accurate.

Definition of Family

- Make sure that your contract's definition of family is broad and includes "nontraditional" ideas of family. This will ensure that your LGBT members are not left out of leave and benefit contract provisions.
 - A definition of family should include **spouse**, wife, husband, son, daughter, stepson, step-daughter, mother, father, sister, brother, grandmother, grandfather, stepfather, step-mother, step-brother, step-sister, father-in-law, mother-in-law, **guardian and domestic partners**;

Workplace Safety

- LGBT workers, and in particular transgender workers, often face high levels of harassment at work. This ranges from verbal harassment to employment discrimination to threats to a worker's physical safety. All workers deserve a safe and respectful work environment.
 - Make sure the non-discrimination clause prohibits harassment, or the harassment clause should include sexual orientation, gender identity and gender expression.

For further information, refer to the AFGE Women's and Fair Practices Department's Federal Employees Transgender Model Policy paper.

Training and Promotion Contract Language

Some workers found in low-paying jobs are offered little in the way of promotional opportunities, career development or higher salaries. A collective bargaining agreement can help these workers increase their skills and move into better paying jobs through upgrading programs. These programs include career ladder programs and recognition of training and education activities by which members upgrade their skills and move into other occupations.

THINGS THE UNION SHOULD BARGAIN

- Negotiate language that provides for alternative criteria for positions where appropriate, and/or eliminating any artificial barriers to advancement or promotion that cannot be linked to satisfactory job performance.

- Negotiate an educational incentive program whereby the employer agrees to pay permanent, full-time employees who have completed accredited courses in job-related curriculum specific amounts of money, in addition to their wages.

Leave Contract Language

Working families, women, single fathers, grandparents and guardians in the labor force have had an effect on roles in the home and in society, as well as on the job. One effect has been the acknowledgement of people's multiples roles as mother, father, guardian, wife/husband, worker, and unionist. Women are often penalized in the job market because of these conflicting roles, but changes are occurring that make the roles somewhat easier to hold simultaneously.

On August 5, 1993, the **Family and Medical Leave Act of 1993 (FMLA)** became effective. This Act provides up to 12 weeks of unpaid job-protected leave each year for specified family or medical reasons, such as birth or adoption of a child. The law requires the maintenance of existing health benefits during leave and job restoration when the leave period ends.

While the Family and Medical Leave Act provide some assistance to parents, you should see that more and better benefits are provided in your union contract.

THINGS THE UNION SHOULD BARGAIN

- A longer maternity/paternity leave period (many new parents would prefer to spend up to six months with a new child);
- A broader definition of "serious health condition," applying FMLA rights to any family member's health condition;

- A definition of family should include spouse, wife, husband, son, daughter, step-son, stepdaughter, mother, father, sister, brother, grandmother, grandfather, step-father, step-mother, step-brother, step-sister, father-in-law, mother-in-law, and domestic partners;
- A definition of family should include wife, husband, son, daughter, step-son, step-daughter, mother, father, sister, brother, grandmother, grandfather, step-father, step-mother, stepbrother, step-sister, father-in-law, mother-in-law, guardian and domestic partners;
- Eligibility of the leave for employees who are not presently entitled to it under the law (those who have not completed 12 months of service, for example).

For further information, refer to the AFGE Women's and Fair Practices Department manual, "Family Friendly/Family Medical Leave Act".

Sexual Harassment Contract Language

All forms of sexual harassment--remarks, gestures, hazing, physical touching, physical assault--have the effect of interfering with the victim's job performance, and often cause other physical or emotional problems. While saying "no" is sometimes all that is needed, the situation may require other remedies.

Sexual harassment and remedies can be a contract issue. At a minimum, you should insist that the contract explicitly prohibit sexual harassment in the workplace. Additional subjects of negotiation could include:

- Establishing special committees to handle complaints of sexual harassment;
- A joint investigating committee to deal with complaints of sexual harassment, which could by-pass the more formal grievance procedure and make it easier for victims to report incidents of sexual harassment.
- Mandatory training for employees accused of sexual harassment.

SAMPLE CONTRACT CLAUSE

"No Employee shall suffer any form of discrimination because of a refusal to perform sexual favors for an employer, supervisor, client, contractor, customer, fellow-worker or other representative of the Agency or the Union.

"No Employee shall be subject to harassment because of their protected class which interferes with his or her work."

For further information, refer to the AFGE Women's and Fair Practices Department manual, "Stop Sexual Harassment".

Child Care Contract Language

The United States is the only industrialized nation in the world without a national system of child care. This country, instead, continues to leave this crucial issue to the resources of individual working parents.

There are a variety of ways to negotiate assistance in the child care area. For example, negotiate for:

- The establishment of agency-supported child care centers, to be union-operated and staffed, and paid for through employer payroll taxes;
- The establishment of a pre-school program for children of bargaining unit and underprivileged children in the community;
- A joint labor-management committee to investigate the availability of community child care resources;
- A joint labor-management committee to evaluate the feasibility of a job site child care program; and
- Additional money to cover the cost of child care required when a worker has to work overtime.

SAMPLE CONTRACT CLAUSE

"The Agency agrees to assess with the union the need for child care facilities for its employees. There will be established a joint labor-management committee to develop a schedule for funding the program, selecting a site for the center, and providing staff for the center."

"The Agency shall pay the full cost of day/night care for the employee's dependent children when working mandatory overtime. The employee shall choose the type of care and/or facility to be used."

Workplace Bullying Contract Language

Workplace bullying as a concept is relatively new, but bullying has occurred in the workplace for years. It is important to note that workplace bullying is often confused with, but very different from harassment. Due the fact that bullying victims (targets) are usually women and/or those employees in lower level positions, coordinators are key in making sure that this does not occur in the workplace.

There are a variety of ways that unions can lead the charge against workplace bullying:

- Negotiate anti-bullying protections into contracts;
- Grieve/arbitrate bullying incidents;

- Push the agency to create new policy and enforcement procedures and hold them accountable'
- Advocate for new laws;

SAMPLE CONTRACT CLAUSE

“The Agency and the Union agree that mutual respect between and among managers, employees, co-workers and supervisors is integral to the efficient conduct of the Agency's business. Behaviors that contribute to a hostile, humiliating or intimidating work environment, including abusive language or behavior, are unacceptable and will not be tolerated. Employees who believe they are subject to such behavior should raise their concerns with an appropriate manager or supervisor as soon as possible, but no later than ninety (90) days from the occurrence of the incident(s).”

Chapter 8: Other AFGE Headquarters Resources

In this chapter, you will find a listing of useful resources to carry out the work of a Women's Coordinator or Fair Practices Coordinator.

- ✓ AFGE publications
- ✓ Like-minded organization's contact information

As you shape your role as a Coordinator, it will be very useful for you to turn to the many resources that exist in AFGE that can guide you and give ideas.

You should use the resources of the National Office whenever possible.

You can call or write to:

American Federation of Government Employees, AFL-CIO (AFGE)
80 F Street, NW

Washington, DC 20001
(202) 737-8700
comments@afge.org
<http://www.afge.org>

AFGE Women's/Fair Practices Departments

(202) 639-6417
(202) 639-4107 (fax)

AFGE Communications Department

(202) 639-6419
(202) 639-6441 (fax)
communications@afge.org

Office of the General Counsel

(202) 639-6415
(202) 639-6441 (fax)

AFGE Field Services and Education Department

(202) 639-4013
(202) 777-3070 (fax)

AFGE Legislative and Political Department

(202) 639-6413
(202) 639-6492 (fax)

Membership & Organizing Department

(202) 639-6410
(202) 639-6492 (fax)

Other AFGE Publications

The following publications are available from AFGE:

“AFGE’s Equal Employment Opportunity and Diversity Policy”

The policy for AFGE states “The American Federation of Government Employees (AFGE) strives to create and maintain a community in which people are treated fairly and equitably with dignity, decency and respect. AFGE's environment must be characterized by diversity, mutual trust, freedom of inquiry and expression appropriate for the workplace, and absent of intimidation, oppression, exploitation, harassment or retaliation. Members and employees of AFGE and local/council affiliates must be able to work together in a safe and discrimination free environment.”

“Americans Deserve to Work: Disabled or Not”

This white paper shows how people with disabilities continue to be underemployed and undervalued as government workers. Although persons with disabilities have much to offer the workplace, federal and D.C. government employers have yet to treat them as qualified job seekers. It is imperative that those who can and want to work are supported in their efforts to do so.

“Collective Bargaining Manual”

This manual shows how to bargain effectively in the face of management’s unfair advantages. The premise of this manual is that contract negotiations in the federal sector can be conducted far more effectively and efficiently than they typically have been for the last several decades. The tactics we suggest for this should also help the union concentrate on its members’ own priorities, and thus result in far better substantive contract terms.

“Communications Guide”

This manual helps AFGE Locals address or discuss an issue, called a message. Different audiences may require different methods of receiving messages. Face-to-face meetings and newsletters are great ways to communicate with members of a Local, but communicating with the public and decision makers require other methods. This manual helps you tailor your message for the audience you want to influence.

“Federal Employees Transgender Model Policy”

This policy sets forth guidelines to address the needs of transgender, gender non- conforming, and transitioning employees. This policy also clarifies how the law should be implemented when questions arise about how to protect the legal rights and safety of such employees. In all cases, the goal is to ensure the safety, comfort, and healthy development of these employees while maximizing an employee’s workplace integration and minimizing stigmatization of the employee.

“Worker’s Compensation Booklet”

If you are injured or become sick as a result of your work, you are entitled to compensation. This booklet is a concise explanation of what to do when you are injured at work or become ill as a result of your work. It is meant to help you understand the system and how it works, as well as your rights and responsibilities. In it, we explain how to file a claim, the benefits you may be entitled to receive, the difference between traumatic injuries and occupational illnesses or diseases, claims for recurrences, returning to work, and appeal rights for denied claims.

Like-minded Organizations

There are many other organizations you can turn to for advice, assistance, literature, and ideas. In addition to the constituency groups listed on pgs. 21-24, the following organizations may also be of assistance:

AFL-CIO

Civil & Workplace Rights

<http://www.aflcio.org/Issues/Civil-andWorkplace-Rights>

American Association for Affirmative Action www.aaad.org

American Civil Liberties Union www.aclu.org

Asian Americans Advancing Justice
www.advancingequality.org/

Blacks In Government www.bignet.org

Brennan Center for Justice
www.brennancenter.org/

Center for Women in Government & Civil Society www.albany.edu/womeningov/

CNC (Formerly Cuban American National Council) www.cnc.org

Disability Rights Education & Defense

Fund www.dredf.org

Equal Employment

Opportunity

Commission

www.eeoc.gov

Federally Employed Women www.few.org

Fed Q (National Employee Resource Group for LGBT employees, gender nonconforming employees and allies in the government)
www.fedq.org

Federal Asian Pacific American Council (FAPAC) www.fapac.org

Feminist Majority Foundation

<http://feminist.org>

Jewish Labor Committee www.jewishlabor.org

Leadership Conference on Civil and Human Rights/Education Fund www.civilrights.org

League of Women Voters www.lwv.org

National Association for the Advancement of Colored People
www.naacp.org

National Child Care Association

www.nccanet.org

www.womenemployed.org

National Association of Commissions for Women

www.nacw.org

Women's Legal Defense and Education Fund www.nowldef.org

National Committee on Pay Equity www.pay-equity.org

Women's Health Network www.nwhn.org

National Council of La Raza (NCLR)

www.nclr.org

Women's Policy, Inc.

www.womenspolicy.org

National Council of Negro Women, Inc.

www.ncnw.org

National LGBTQ Task Force

www.thetaskforce.org

National Partnership for Women & Families

www.nationalpartnership.org

National Urban League (NUL) www.nul.org

National Women's Law Center www.nwlc.org

National Women's Political Caucus

www.nwpc.org

National Association of Working Women

www.9to5.org

Organization of Chinese Americans (OCA)

www.ocanational.org

Southern Poverty Law Center

www.splcenter.org

Wider Opportunities for Women

www.wowonline.org

Women Employed

APPENDIX A

Please send this Coordinator Data form to the Women's and Fair Practices Departments after appointment or election of a new Coordinator or to report a change of address.



The Women's and Fair Practices Department Coordinator Data Form

Date: _____

Name: _____

Address: _____

Home Phone Number : _____

Work Phone Number: _____

E-mail Address : _____
(personal)

Fax Number : _____

Member Number: _____

Title:

Local Women's Coordinator

Local Fair Practices Coordinator

Regional Fair Practices Coordinator

Activist _____

District: _____ Agency: _____

Local Number: _____

Union Office Number: _____

Council: _____



AFGE Y.O.U.N.G. Coordinator Information Form

Date: _____

Name: _____

Address: _____

Home Phone Number : _____

Cell Phone Number: _____

E-mail Address : _____
(personal)

I am:

Currently a Local AFGE YOUNG Coordinator

Currently a Council AFGE YOUNG Coordinator

Currently a Local AFGE YOUNG Mentor

Interested in being _____

District: _____ Agency: _____

Council: _____

Local Number: _____

District Office Information

2nd District Office

(Representing Locals in the states of New York, New Jersey, Connecticut, Massachusetts, Maine, New Hampshire, Rhode Island, and Vermont)

517 Route 1 South, Suite 1109
Iselin, NJ 08830
(732) 828-9449

3rd District Office

(Representing Locals in the states of Pennsylvania and Delaware)

PO Box 180
Long Pond, PA 18334
(570) 883-9572

4th District Office

(Representing Locals in the states of Virginia, West Virginia, North Carolina and Maryland)

3505 Ellicott Mills Drive, Suite A1
Ellicott City, Maryland 21043
(410) 480-1820 <http://district4.afge.org>

5th District Office

(Representing Locals in the states of Alabama, Florida, Georgia, Puerto Rico, South Carolina, Tennessee, Virgin Islands)

6724 Church Street
Suite 2
Riverdale, GA 30274-4711
(770) 907-2055

6th District Office

(Representing Locals in the states of Indiana, Kentucky, Ohio)

5674 Caito Drive
Suite 100
Indianapolis, IN 46226
(317) 755-2093

7th District Office

(Representing Locals in the states of Illinois, Michigan, Wisconsin)

320 S. Ashland
1st Floor
Chicago, IL 60607
(312) 421-6283

8th District Office

(Representing Locals in the states of Iowa, Minnesota, Nebraska, North Dakota and South Dakota)

2950 Metro Drive
Suite 315
Bloomington, MN 55425
(952) 854-3216

9th District Office

(Representing Locals in the states of Arkansas, Kansas, Missouri, Oklahoma)

4600 SE 29th Suite 550
Del City, OK 73115
(405) 670-2656

10th District Office

(Representing Locals in the states of Louisiana, Mississippi, Texas, New Mexico and Panama)

2201 South W.S. Young Drive
Suite 101-C
Killeen, Texas 76543-5350
(210) 735-8900

11th District Office

(Representing Locals in the states of Alaska, Idaho, Montana, Oregon, Washington, Colorado, Guam, Utah, Wyoming. Okinawa)

16420 SE McGillivray Boulevard
103 PMB 1065
Vancouver, WA 98683
(360) 253-2616

12th District Office

(Representing Locals in the states of Arizona, California, Hawaii, & Nevada)

3737 Camino Del Rio South
Suite 108
San Diego, CA 92108
(760) 233-7600

14th District Office

(District of Columbia Metro Area, Europe, Germany, and Italy)

444 North Capitol Street, NW
Suite 841
Washington, DC 20001
(202) 639-6447

WOMEN'S AND FAIR PRACTICES CELEBRATION/AWARENESS CALENDAR

JANUARY

CERVICAL CANCER AWARENESS MONTH

- AFL-CIO MLK Holiday Observance
- * MLK Birthday *

FEBRUARY

BLACK HISTORY MONTH

- 7 - * National Black HIV/AIDS Awareness Day *
- AFGE Legislative Grassroots and Mobilization Conference
- Y.O.U.N.G. Political Meeting
- WFP Civil Rights Luncheon

MARCH

NATIONAL WOMEN'S HISTORY MONTH

- * International Women's Day*
- 10 - * National Women and Girls HIV/AIDS Awareness Day *
- 20 - * National Native American HIV/AIDS Awareness Day *

APRIL

SEXUAL ASSAULT AWARENESS MONTH

- 16 - * DC Emancipation Day *
- * Equal Pay Day *
- * Workers Memorial Day *

MAY

ASIAN PACIFIC AMERICAN HERITAGE MONTH
JEWISH AMERICAN HERITAGE MONTH

- 1 - * International Workers' Day *
- 19 - * National Asian and Pacific Islander HIV/AIDS Awareness Day *
- * Memorial Day *

JUNE

LGBT PRIDE MONTH

SKIN CANCER AWARENESS MONTH

- 27 - * National HIV Testing Day *

JULY

- 4 - * Independence Day *

AUGUST

- Human Rights/Diversity Training Conference * Senior Citizens Day *
- * Women's Equality Day *

SEPTEMBER

HISPANIC HERITAGE MONTH

OVARIAN CANCER AWARENESS MONTH

SICKLE CELL AWARENESS MONTH

- * Labor Day *
- 16 - * Hurricane Katrina National Day of Remembrance and Prayer *
- 26 - * Families' Health and Fitness Day *

OCTOBER

DOMESTIC VIOLENCE AWARENESS MONTH

BREAST CANCER AWARENESS MONTH

DIVERSITY AWARENESS MONTH

GAY AND LESBIAN HISTORY MONTH

NATIONAL DISABILITIES AWARENESS MONTH

NOVEMBER

LUNG CANCER AWARENESS MONTH

AIDS AWARENESS MONTH

NATIVE AMERICAN HERITAGE MONTH

- 11 - * Veterans Day *

DECEMBER

- 1 - * World AIDS Day *
- 10 - * International Human Rights Day *



AFGE Fair Practices: Criteria for Representation

The Fair Practices Department has EEO Attorneys who are responsible for a wide range of duties. These duties include representation in EEOC and MSPB hearings, arbitrations, and court proceedings. The Attorneys also conduct EEO training for AFGE Locals, Councils and Districts. In order to treat requests for representation fairly, standard review criteria are applied to each request for representation. **These criteria address three simple questions: Who, When and Why?**

Who is requesting representation? It is important that Local officers participate in members' requests for representation. All such requests are referred to the Local for consultation and recommendation. We will not take cases without the knowledge or consent of the elected Local President and National Vice President. All requests must have a Request for Representation Form completed and endorsed by either: (1) the Local President and District NVP; (2) **the Local President and Council President**; or (3) **the Local President and either** a National Women's Advisory Coordinator (NWAC) or National Fair Practices Affirmative Action Coordinator (NFPAAC). **Please note that the Fair Practices Department will only review cases where the employee was a dues-paying bargaining-unit member at the time of the event(s) listed in the complaint.**

When do we request representation? Due to our limited staff of Attorneys, we cannot participate in the counseling and investigative stages of an EEO complaint. However, the attorneys are available to answer questions and provide guidance during these stages of the EEO process. The attorneys must review the investigative file, called the Report of Investigation (ROI), in order to evaluate the merits of a case to determine if the case can be accepted for representation. Cases referred to the Fair Practices Department with hearing dates scheduled fewer than 3 months from the date of request for representation do not provide sufficient time for an attorney to review and prepare for a hearing. Therefore, we ask that a **HARD PAPER COPY of the ROI, CD copy, or other compatible digital media** and Request for Representation Form be sent to our office as soon as the ROI is received by the member.

Why is the case being referred to the National Fair Practices Dept.? The Fair Practices Department applies the criteria adopted by the National Executive Council that is known as the Legal Representation Fund criteria: cases accepted for representation must present meritorious issues of either *precedential value* or *substantial significance* to the Federation as a whole. Furthermore, our EEO attorneys can only be at one place at one time. For instance, in just one week in August, the Fair Practices Department received requests to review and accept 30 EEO cases. While individual cases may have merit, it is possible our attorneys may not be able to accept a case due to availability constraints.

It can be a daunting task to review each request for representation. The Fair Practices Department is fortunate to have the assistance of legal interns from nearby law schools who contribute to handling the intake responsibilities. We also look to the District Coordinators for their recommendations as to why a case meets the criteria for acceptance. The Department often proceeds as a co-counsel in cases along with local representatives, dividing workloads and providing the opportunity to mentor future union leaders. And we continue to consult and advise hundreds of on-going cases where we are unable to make an appearance and where the AFGE local union maintains the role of complainant's representative.

HOW TO REQUEST REPRESENTATION FROM THE FAIR PRACTICES DEPARTMENT

STEP 1: After receiving your Report of Investigation (ROI) and either requesting a Final Agency Decision (FAD) or Requesting a Hearing, make a copy of your ROI (either hard copy or CD copy)

STEP 2: Complete the Request for Representation Form – provide responses to ALL the information requested.

STEP 3: Get completed Request for Representation Form endorsed by either:

- (1) the Local President and District NVP;
- (2) the Local President and Council President; or
- (3) the Local President and either a National Women's Advisory Coordinator (NWAC) or National Fair Practices Affirmative Action Coordinator (NFPAAC).

STEP 4: Mail a hard copy of the ROI, CD of ROI, or other digital media and copy of the fully completed/endorsed Request for Representation to:

**Women's and Fair Practices
80 F Street, NW
Washington, DC 20001**



**REQUEST FOR WOMEN'S/FAIR PRACTICES DEPARTMENTS
TO REVIEW DISCRIMINATION CASE FOR REPRESENTATION**

Thank you for coming to Women's and Fair Practices Departments for assistance. Please complete this form to expedite our ability to help you. For further information, you may refer to our "Criteria for Representation" flyer, which is attached. The criteria for representation considers factors such as the type of case you have, whether the time limits have been met, and whether there is a meritorious claim or appeal. *Please be advised that a failure to completely and accurately fill out this document may result in a delay in the processing of your request.*

REQUEST MADE BY:

Name: _____

Local: and District Nos.: _____

Address: _____

Position/Title in Union: _____

Local Phone No. _____ Fax No.: _____

Email Address: _____

Was Complainant a dues-paying member at the time of the event(s)? Y N

REQUEST FOR REVIEW MUST BE ENDORSED BY EITHER:

NVP:	Local President:
Name (Print): _____	Name (Print): _____
District: _____	AND Local No: _____
Signature: _____	Signature: _____

OR

Council President:	Local President:
Name (Print): _____	Name (Print): _____
Council No: _____	AND Local No: _____
Signature: _____	Signature: _____

OR

NWAC or NFPAAC:	Local President:
Name (Print): _____	Name (Print): _____
District: _____	AND Local No: _____
Signature: _____	Signature: _____

Will this case set a precedent for your Council, District or Local, or are you aware of any previous similar cases of discrimination filed against the same management of your agency? Please explain.

A. CONTACT INFORMATION:

Complainant's Name: _____

Agency: _____

Case Nos.: _____

Is Complainant Represented by a Union Member or Other Individual? Y N

If Yes, Representative's Name: _____

Title in Union (if applicable): _____

Phone No.: _____

Email Address: _____

Complainant's Home Address: _____

Home Phone No.: _____

Cell Phone No.: _____ Work No.: _____

Agency Representative's Name: _____

Phone No.: _____ Fax No.: _____

Email Address: _____

Administrative Judge's Name (if applicable): _____

Phone No.: _____ Fax No.: _____

Email Address: _____

If additional space is needed to answer any of the questions, please feel free to attach additional sheets of paper to this form.

B. CASE STATUS:

Please identify the case forum and answer the questions that correspond to that forum.

Forum of EEO Case (please circle)		
EEOC	MSPB	Grievance/Arbitration
Refer to Nos.: 1-12	Refer to Nos.: 1-5; 13-14	Refer to Nos.: 1-5, 11-12

1. Has a hearing been scheduled? If so, when?
2. When did the discriminatory action occur?

3. Has there been any type of formal or informal mediation regarding this complaint?
4. Has the employee made a request for Discovery? If so, please state the date the request was made and your current status regarding said request. Please send a **HARD COPY** of the discovery request and a **HARD COPY** of the Agency's response to the request with this form.
5. Has the Agency made a request for Discovery? If so, please state the date the request was made and the current status of that request. Please send a **HARD COPY** of the discovery request and a **HARD COPY** of the response that the employee or his/her representative submitted with this form.
6. Has the employee contacted an EEO counselor about this discrimination? If so, when? If not, why?
7. Did the employee file a formal EEO complaint of discrimination? If so, when? Please send a **HARD COPY** of the formal complaint with this form.
8. Has the Agency issued a Report of Investigation (ROI)? If so, please send a **HARD COPY, CD Copy or other compatible digital media copy** of the ROI with this form.
9. Has the employee requested a formal hearing of Final Agency Decision on this matter? If so, please send a **HARD COPY** of the request that was submitted.
10. Has there been an Acknowledgment and Order in this case? If so, please send a **HARD COPY** of this Order with this form.
11. If there is an alleged violation of contract, please send in a **HARD COPY** of the contract with this form. Please note/highlight all pertinent articles in the contract that you believe have been violated.
12. Has a grievance been filed regarding the employee's issue? If so, has an arbitration been invoked? Please send a **HARD COPY** of all such relevant information with this form.
13. Did the employee file a formal MSPB appeal? If so, when? For MSPB appeals, please send a **HARD COPY** of the formal appeal with this form.
14. For MSPB appeals, please specifically identify all allegations other than EEO discrimination that form the basis of the appeal.

****WFP requests a COPY and NOT the originals of your case documents because of the WFP Document Retention Policy, which states in part, that documents will be destroyed two (2) years after the closing of your case in AFGE's records.***

C. CASE SUMMARY:

Protected Classes Identified or type of Complaint (Circle All That Apply):

Race	Color	Religion	Sex	Age (40+)
National Origin	Disability	EEO Reprisal	Sexual Harassment	
Failure to Accommodate		Harassment/Hostile Work Environment		
Genetic Information				

Employment/Personnel Actions Challenged:

(Please attach a detailed explanation as needed to respond to the following questions.)

1. Has Complainant been treated differently than another employee who is not in the same protected class? If so, who and how?
2. What were the Agency's stated reasons for its employment/personnel actions?
3. Does Complainant have evidence that the Agency's reasons (stated above) were not true? If so, what is the evidence?
4. For cases involving **PROMOTION and AGE**, please specify whether Complainant is older than the person selected for the position, Complainant's age and the selected person's age.
5. For cases involving **HARASSMENT/HOSTILE WORK ENVIRONMENT**, please describe the harassment/hostility that Complainant was subjected to. Please include the specific dates that these actions took place.
6. For cases involving **REPRISAL or RETALIATION**, please state the following:
 - (a) What was Complainant's prior EEO activity, e.g., witness in an EEO case, an EEO representative, potential discrimination, or made a complaint of discrimination;
 - (b) The date(s) when the prior EEO activity occurred; and
 - (c) The name(s) of managers who were aware of Complainant's prior EEO activity before the employment/personnel action was taken.
7. For cases involving **FAILURE TO ACCOMMODATE**, please state the following:
 - (a) The nature of Complainant's disability;
 - (b) What accommodation was requested and when was it requested;

- (c) Whether the agency and Complainant discussed the suggested recommendations requested and received;
- (d) Briefly the Agency's response to the accommodation request;
- (e) Whether an accommodation was provided and what the received accommodation was;
- (f) How long it took to get the accommodation; and
- (g) Whether the accommodation provided meets your needs.